

# OLAQ

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*Special Double Issue: Thriving on Change...Embrace the Possibilities (Fall 2005)* | Pages

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# OLA Quarterly



## Thriving on Change ... Embrace the Possibilities

Top 10 Reasons to Embrace Change

Suddenly a New Library

A Challenging Decision in a Changing Environment:  
Options for Internet Access at the Multnomah County Library

How to Stay Perky During Trying Times!

What Can We Say About Managing Change?

Small Change or Big Change:  
What Do You Want in Your Bank Account of Life?

Eugene Public Library:  
Celebrating 100 Years!

Oregon State Library:  
1905; A Clear Field and a Large Opportunity

Multnomah County Library:  
Still going strong after 141 years!

Fall 2005

Vol 11 • No 2 & 3

# OLAQ

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The *OLA Quarterly* is an official publication of the Oregon Library Association. Please refer questions and input regarding the *Quarterly* to:

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**Upcoming  
Issue**

**Winter 2005**  
*A Day in the Life*

## Thriving on Change ... Embrace the Possibilities

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# OLA Quarterly Publication Schedule 2005

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Vol./No.	Theme	Deadline	Pub. Date	Guest Editor
Vol 11 • No 4 Winter 2005	<i>A Day in the Life</i>	October 15, 2005	December 15, 2005	Jey Wann Oregon State Library & Bill Kelm Willamette University

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# OLA Quarterly Publication Schedule 2005







# Thriving on Change ... Embrace the Possibilities

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**W**hen I started thinking about my upcoming year serving as your OLA president, I mulled over what it meant and what my thoughts were on librarianship, libraries and OLA. What kept coming back to me was that we are in pivotal times in this profession. Technology is making sweeping revisions in our daily work. The people we serve are looking at libraries in different ways. Will the library that has served for 100 years, still make sense to the young people growing up today with I-Pods and the Internet? What will they expect a library to be? Can we keep up with those changes? Can we even be ahead of the curve? How do we continue to serve our communities?

Change, a word that strikes fear in some and excitement in others. It seldom is without effect and many times the effect is mitigated by one's attitude about change even more than the change itself. I was recently looking at a booklet I received when I'd attended a workshop on dealing with change. You know, a one day, Rah Rah, and then what do you do with it? Well, this one has stuck with me and this quote really hit home. To me, this is something to always keep in mind:

*Develop a greater tolerance for constant changes in the game plan. Allow a little more confu-*

*sion in your life. Think of your job as having movable walls—flex to fit the immediate demands of the situation, instead of struggling to make the job adapt to you.*

*(A Survival Guide to The Stress of Organizational Change by Price Pritchett & Ron Pound, Pritchett Publishing, Dallas, TX)*

I especially like the metaphor of the moveable walls. It seems to fit me as I've always been open to change both in activities and surroundings. One former co-worker jokingly warned the staff at Newberg Library when I started here 13 years ago, "Watch out, she'll be moving the furniture soon!" And yes, I was. But not just to move the furniture, but to adapt to the changes in our service and to make the space more inviting and usable to the community. I've moved shelves to make space for a new Young Adult area and just recently rearranged the Reference and audio-video area to expand our Latino Services Area. We're getting ready to move even more as we remodel our Children's Library. So I guess the concept of moveable walls really does fit.

As I planned for this issue, I thought about the changes our profession and some of my colleagues have

gone through. The people I asked to contribute to this issue have been change agents in their own lives and have experienced a variety of shifts in their lives. I think you'll enjoy their stories.

Maureen "Mo" Cole gives us the humorous view that helped her leapfrog into the presidency of OLA, without being vice-president first, and recently to take on the directorship of the Kellenberger Library at Northwest Christian College.

Tobe Porter moved to a small town in the southern Oregon Coast Range and was the "change-agent" to move that town from being satisfied with a tiny library to supporting the construction of a beautiful new facility. She's now changed jobs and is working on a similar transformation of the library in her new community.

Molly Raphael, came from the nation's capital to direct the Multnomah County Library and stepped into the middle of an Internet filtering controversy. The process MCL went through to decide on their policy is an interesting one.

Sara Charlton has rebuilt the libraries of Tillamook County, from small branches to the current groundbreaking for a new central library. The process of going from defeat of a bond issue to passage required a change in philosophy as well as a per-



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Mary Frances Isom, Multnomah County Librarian (2nd from left) and Cornelia Marvin, Oregon State Librarian (4th from left) and two colleagues at Silver Falls, 1908.



OLA leadership retreat at Silver Falls, August 2005.

sonal decision on what her role would be in the process.

Mike Smith has been a public librarian, systems librarian, vendor sales representative and now, back to a public library. His story of moving a library through a change of integrated library systems was especially interesting to me as we've just migrated from DYNIX to ILL in the Chemeketa Cooperative Regional Library Service (CCRLS).

Jim Tindall, OEMA's new president has been in the trenches with school libraries and his own job is with a newly consolidated school district, which brought changes to everyone and everything.

We celebrate with the stories of three Oregon libraries that have transitioned into their 2nd century of service. Multnomah County Library, the Oregon State Library and Eugene Public Library have each been serving their constituents for a 100+ years and the changes in those libraries are tremendous. In the next decade many more Oregon libraries will reach that milestone, including mine, Newberg Public Library. It makes you think about what our libraries were like in the beginning, where they are today and most importantly what changes will occur in the next 100 years of service!

Change, it's a great word.  
Embrace it.

—Leah Griffith, *Guest Editor, OLA President and Director of the Newberg Public Library, and one who has had her own personal journey of change over the last two years.*



# Top 10 Reasons to Embrace Change

**by Maureen Cole**

*Director*

*Kellenberger Library*

*Northwest Christian College*

**W**hen Leah asked me to write an article for her Quarterly issue about change, I thought “how hard can this be”? After all, my life has been a constant roller coaster since the OLA election process began last year, including this scramble of thoughts: Should I accept the nomination? What if I get elected? What does the vice president do? Oh wait, they want me to be president now? Now?

You see what I mean. Change has been a constant factor in my life lately. Many people have complimented me on jumping right in and becoming president before my time. Let me fill you in on a secret. Embracing a change over which you have no control leaves people thinking you are really something. Like leadership material (see number 7 below). But really, if a change is a foregone conclusion, why not embrace it?

Still, when I really thought about change and how I personally achieved change, I initially came up blank. Somehow change just happens, right? I realized pretty quickly that this was not completely true. Change, while not always intentional, is not always accidental either. How do I approach change?

This will come as a surprise to all of you (not!), but I decided humor is the tool I use the most to embrace change. As we all know, much of the time humor is funny because it is true. We are amused when people actually say things out loud that we are all thinking. Often, I am the person saying

those things out loud, though usually in a stage whisper to the person seated next to me. Professional? No. Hilarious. Sometimes. Here is my effort to apply humor to change:

Top 10 reasons to embrace change

1. Resistance is futile and you know it. Not only is resistance futile, but it makes you look like a stick in the mud.
2. Embracing change gives you an opportunity to control it, and most people I know like (OK, love) control.
3. What if change actually improves things? It's crazy, but anything is possible.



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4. It's better to have changed and chucked change than never to have changed at all.
5. Change is fun! And good for you! Kind of like veggies.
6. Changing something means you get to reward yourself. Change is hard work, so don't forget to reward and comfort yourself afterwards with your favorite food, a shopping spree, etc.
7. Choosing to change makes people think you're really something, like leadership material, you know? See above.
8. Do you really want your life to be stable, enduring, steadfast, and immutable? Or do you want to live a little? So change already!
9. This from W. Edwards Deming: "It is not necessary to change. Survival is not mandatory." A tip worth some follow-up, I think.
10. And finally this quote from Ellen Glasgow gives new "depth" to change: "The only difference between a rut and a grave is their dimensions."


Am I clear yet?

Another component that helps me in the change progression is processing. Like many annoying people, I process out loud. So while some of you thought I was slipping into my presidential role with ease, I was actually discussing every last boring detail with anyone who would listen, and even some who wouldn't, particularly my girlfriends who I walk with each morning. They have heard more about OLA in the last year than they would want to hear in a lifetime. Not to worry; I listen to them too!

The next biggest piece to successful change is your supporting cast. When rou-

tines are altered, stress is bound to follow. It is so helpful when the other people in your life are able to relieve that stress by providing the support you need. In my case, the people I work with completely supported my "out of office" work. Sure, my boss rolled her eyes a few times, but never once did she complain out loud about my new responsibilities. And at home? Although my husband and boys never gave the presidential title the honor and deference it deserved (such as kissing the gavel), neither did they complain when I spent lots of Saturdays catching up on work. This cut the guilt factor by half.

Although I am known far and wide for my spontaneity and easy-going nature (right!), planning is the final component necessary for successful change. Just how am I going to get from Point A to Point B? Although I have trouble seeing past what's for lunch, never mind dinner, I appreciate the concept of planning. It can turn a change victim into a change agent. Planning by committee is my *modus operandi*. As you will no doubt have figured out from my conference thoughts on collaboration, I like the idea of connecting with people to work on projects. This goes for planning as well. After all, I know my brain is not up to the task of doing it alone! I figure between me and the rest of the group, there is at least one entire brain at work.

In summary, these insightful words from Robert C. Gallagher say it all: "Change is inevitable—except from a vending machine." If that is the case, you might as well get up off your duff and meet it at the door. Change is a-coming! 

*Mo 'Change-is-good-for-you' Cole is the OLA past president (no longer president—that just changed and I'm not resisting), and is the brand-new (watch what you wish for) Director of the Kellenberger Library at Northwest Christian College, Eugene.*



# How to Stay Perky During Trying Times!

**by Sara Charlton**  
*Director  
Tillamook County Library*

**T**he Tillamook County Library System will soon replace a derelict, converted auto dealership main library with a new state-of-the-art 30,000 square foot facility. This achievement results from ten years of planning, and the active pursuit of public input and involvement. Public involvement, "We want your ideas" and the existence of an activist Library Board, Library Foundation and a separate building committee were essential to the process. Convincing county residents that their library needed to change has been a long and sometimes disheartening process.

One example, the selection of a site for a new library, illustrates the critical importance of public input. Geographical circumstance, particularly size and flood-free considerations, had severely limited potential sites within the City of Tillamook, the county seat. A regular patron learned that the local Copeland Lumberyard was closing, and suggested that we investigate. Fortunately the Copeland family proved to be library-friendly folks. Following negotiations they agreed to terms, which we were able to meet. Contingency funds from the library budget financed this purchase. The Tillamook County Library, (main library, five branches, and bookmobile) is funded by an operating levy.

Having secured our site, we went shopping for an architect. After numerous presentations, Mr. Richard Turi of North Bend was selected. Mr. Turi, a 'full-service' architect, handles all details, and has built and modified numerous Oregon libraries. Especially impressive was Mr. Turi's willingness to consult with the public, library board, and staff. The building plans that resulted have been applauded by all.

Having now gained a plan to go with our building site, we then began the process of financing our \$4,000,000 project. The Metropolitan Group was selected to assist with our fund raising. With J.S. May's guidance, we developed a game plan for our fund raising, which so far has been highly successful.

In 1999 the County Board of Commissioners were not in favor of putting our bond measure on the ballot. In 2000, with two new commissioners in place, the Library Board met with the Board of Commissioners to gain their approval for a petition drive. After gaining sufficient nominating petition signatures, (in our case, 1,000) a bond measure went on the November 2002 General Election ballot. Despite safety issues that had closed off once public spaces and failing electrical, roof and heating systems, the ballot measure failed 45 percent yes, 55 percent no.

Those of us who had worked so hard were stunned. ('Numbed' might be a better word.) Particularly disheartening were the comments of those who claimed to support the project, but who had not bothered to vote because they "knew" it would pass. Another problem was that the printer of the ballots had left off a required legal sentence on our ballot. Oregon Law required that all voters had to be sent a post card notice with the deleted legal sentence clearly stated. Some voters claimed that we were lying on the ballot.

After our grieving, the Library Board and Foundation met with the architect and fund raiser. Having no choice, we decided to rework our campaign and try again. This time the bond amount would be reduced by half a million dollars. Our fund raiser advised us to focus on 13 bullet points describing what the Main Library does for the branches, the bookmobile and all patrons. The collective effort was reinforced by an architectural evaluation advising that our old library could only be repaired by reconstruction at a cost greater than that of the proposed new library.

This time I stayed behind the scenes and let the Political Action Committee (PAC) make all the public appearances. Library staff worked after hours and days off to distribute posters, brochures, and staff the phone bank, etc. The PAC worked on asking for

# Suddenly a New Library

**by Tobe Porter**  
*Director*  
*Port Orford Public Library*

One day it just happens, “a Pooh moment” if you will, the library staff realizes there truly is no room for one more thing in the library. From this kernel of truth a larger library is born, but not until the need for a new library is understood and embraced by the community. It is not enough that the staff and governing body know the present library is too small. It’s not enough to tell the patrons about it. They really don’t care—it’s your workspace, your problem. As long as they can find the latest hot pick and have their questions answered, they are, ipso facto, happy with their little library. And if there is one thing all libraries, no matter the size, excel at, it is customer satisfaction.

So, how do you convince your community to embrace the possibilities that a new library will offer? The first step is to fill the library so full of programs that involve more and more people until they feel the need for more space. People then become convinced that their beloved little library will explode if a larger facility is not found. Pretty soon the entire community believes that more good stuff could happen if only there was more space. And if the staff and governing board do their work, what the patrons feel and believe will be absolutely true.

This is what happened in the small, unincorporated community of Langlois, and what is happening now in the slightly larger town of Port Orford. To pull in the hard-working Langlois ranchers who seldom visited the library but met over breakfast every morning at The Greasy Spoon, we asked the owner to cater an “architectural review” reception. The Port Orford fishers were happy to help raise funds by writing letters of support to the big corporations from whom they buy much of their expensive equipment. It is imperative to involve every aspect of the community in the new library project in some way.

Langlois and Port Orford are only a few miles apart, but as is often the case in Oregon, each is fiercely independent and determined to stay that way as each deals with the realities of a huge decline in the businesses that have defined their way of life forever: logging, fishing and ranching. I personally think (as an outsider) that it is this independence and tradition of hard work, coupled with their belief that a larger facility is truly needed, that is responsible for each community’s determination to build a new library.

I believe that the people who live in these small, no-destination-point areas greatly respect, and rally behind, anyone who is willing to take on a Herculean task, especially when their involvement makes a difference. Their support is, in fact, critical to the success of the project.

If you discount the stress, the emotional toll, the years of dedication and commitment, and just plain hard work, it is simple to build a new library once everyone agrees it is needed. Just:

- Foster community ownership by holding town meetings to elicit design input and other suggestions.
- Enthusiastically write often about every program and event and get it into the local paper.
- Put on creative local fund-raising activities.
- Write many grant proposals; and, most importantly,
- Keep the public informed about the project’s progress, both positive and negative.

It took seven years to raise the money to build the Langlois Public Library. Dur-

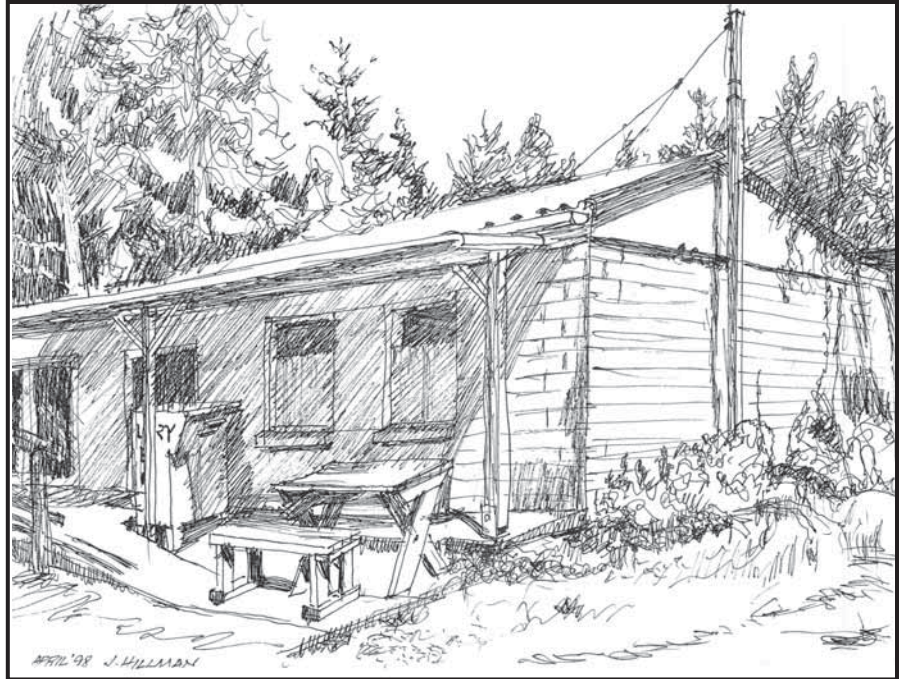




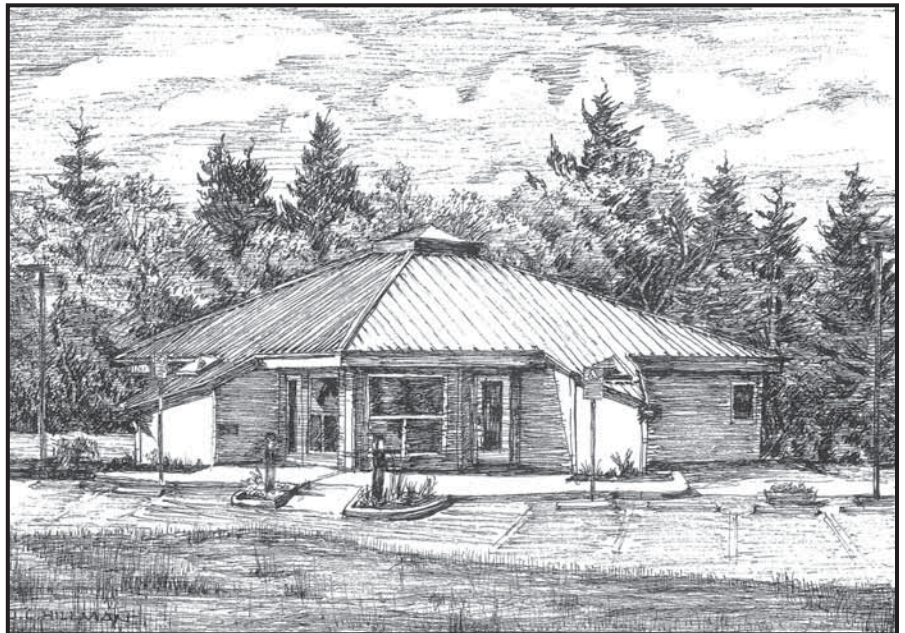
ing that time, the project suffered three major setbacks and many grant requests were denied. The community was kept informed about all of it. They were invited to feel the joys and the woes, the peaks and the valleys. For example, on May 28, 1997, these words appeared in the local paper: "We have the opportunity to apply for the only federal funds available for construction of public libraries. This grant could be as much as half the cost of the total project." On July 9, 1997, community members opened the newspaper and read: "Well, we didn't get the \$125,000 federal construction grant. It is certainly disappointing news, but it is not daunting. We will continue to raise money, we will build a bigger library, it will just take a little longer."

I think that is just the kind of challenge folks in small towns throughout Oregon like. "We will do it, it will just take longer." That's no big deal to people who fell the giants of the forests by hand, fish in 30 foot seas, and deliver lambs in 80 mph winds and hard-driving rain. They just dig deeper and work harder until one day that new library opens, and they know it belongs to them because they have met the challenge. 🌿

*Tobe Porter was Director of the Langlois Public Library from 1992 to 2003 where she was the lead grant writer on the new library project. She is now Director of the Port Orford Public Library, spearheading the effort to raise over \$1.5 million to build their new library. She has had grant applications denied and granted, and she greatly prefers the latter. In her spare time, she is teaching grant writing workshops. Tobe can be reached at [pol@harborside.com](mailto:pol@harborside.com).*



The old Langlois Public Library.



The new Langlois Public Library, April 2002.



# A Challenging Decision in a Changing Environment:

## Options for Internet Access at the Multnomah County Library

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**by Molly Raphael**  
Director  
Multnomah County Library

Consideration of context is essential in making policy decisions, particularly for local government entities. Historically, Multnomah County, specifically the city of Portland, has developed a reputation for involving residents in civic matters, as described in Robert Putnam's *Better Together: Restoring the American Community* (Simon & Schuster, 2003). That history contributes significantly to the expectations of residents that their concerns will be considered in decision-making by local government officials.

Public libraries should and do reflect the communities they serve. As communities change, decisions that seemed "right" for a particular community at one time may not be the best at another time. Multnomah County residents have diverse points of view on issues, even though a majority of voters have a reputation for supporting progressive liberal positions. Crafting solutions that recognize diverse positions is challenging, particularly in an environment where people feel intensely about an issue.

Protecting intellectual freedom and the right to open access to information is the foundation of the library profession. Applying those principles in a local context is a continuing challenge for library leaders and policy makers.

The Multnomah County Library (MCL) has an additional reason for paying close attention to the constituencies it serves: over half of its funding is derived from a local option levy that voters are asked to support every few years. In other words, unlike many public libraries, MCL has a very direct relationship with voters. Ignoring how voters feel about library issues could have dire financial consequences and could devastate the library's ability to serve its community.

In 2004, I recommended a change in MCL's Internet access policy, a change that was eventually adopted unanimously by the Board of County Commissioners (BCC).

MCL had been a named plaintiff in the lawsuit challenging the constitutionality of the Children's Internet Protection Act (CIPA), which mandated Internet filtering as a requirement to qualify for federal telecommunication subsidies. Yet there were and continue to be vocal members of the community who supported filtering as well as those who were adamantly opposed to any filtering. The CIPA decision by the U.S. Supreme Court in June 2003 upheld the law and meant that MCL, like libraries around the country, had to decide whether to comply and require mandatory filtering for children and teens, or forego the federal funds.

MCL's Advisory Board's Access Policy Committee studied the issue extensively for months and analyzed options before recommending to the full Board that MCL not comply with CIPA, but allow parents the option of filtering their own children's access. This was a change from the choice for filtered or unfiltered access that all library users had experienced. (Recently installed Pharos software for booking time on MCL computers allowed implementation of this option of the Board's recommendation.) The full Library Board, which is advisory to the BCC as well as to the MCL Director, adopted the Access Committee's recommendation in April 2004.

Over the next several weeks, I sought input from staff. I invited not only managers but also all staff to share their opinions on Internet access and filtering. I discussed the issue with managers and youth librarians at meetings and had an extended, thoughtful discussion with senior managers before making my decision. I asked staff to consider not just the absolute principles of intellectual freedom, but also the positions of our diverse community. I heard from employees in a variety of positions who were passionate about not filtering for any library user. I heard from employees who were parents, some of whom were staunch defenders of intellectual freedom, who talked about the challenges of raising





MULTNOMAH COUNTY LIBRARY  
Parental Filtering Choice Form

Multnomah County Library filters Internet sessions for children ages 12 and younger. The library offers young people ages 13–17 the choice of filtered or unfiltered searching at each log-in. Multnomah County Library supports the right and responsibility of parents to make choices about their own children's Internet access. Parents may choose to override these default Internet access options for their children.

**If you would like to change your child's Internet filtering options, please complete this form, read the following statements, and sign below.**

I wish to change the Internet filtering default for my child \_\_\_\_\_, age \_\_\_\_\_.  
(first name, last name)

Please check the correct box below:

- ☐ **My child is age 12 or younger.** I want my child to have the choice to filter or not filter Internet sessions.
- ☐ **My child is age 13–17.** I want my child to have filtered Internet access only. I understand that Internet filters are not perfect. They will not always block sites that I may find objectionable. The filter may block information that my child needs and that should not be blocked.
- I will notify my child of this change in filtering option.
  - I understand that this change in filtering option will become part of my child's electronic library record and will be effective within three business days.
  - I have talked to my child about online safety and about our family's rules for Internet use in the library.
  - I understand that use of the Internet during Teen Lounge/Homework Center and computer lab sessions does not require log-in with a library card, and mandatory filtering cannot be enforced in these circumstances. All customers using the Internet in these settings, regardless of age, will be given the option to choose filtered or unfiltered searching at each log-in. In addition, e-mail service cannot be filtered.
  - I attest that I am the custodial parent or legal guardian of this child.

F-CIRC-38  
02.05

MULTNOMAH COUNTY  
**LIBRARY** 

\_\_\_\_\_  
Parent's signature

\_\_\_\_\_  
Child's library card number

children in today's world and the need they felt for having as many tools and options as possible.

What emerged from these discussions was that the real concern we had was about access for teens. Most staff felt that filtered access for children would not have much impact on the kinds of information they sought, but the nature of being a teen meant that access to important Web sites would be blocked by filters. Youth librarians and others were deeply concerned about teens not having access to topics such as date rape or sexual identity, Web sites that would certainly be blocked by filters.

After careful consideration of the Library Board's recommendation and staff input, I proposed a policy change, one that would not meet CIPA's requirements. I recommended to the BCC, the policy-setting body for MCL, that we implement a three-tiered policy: default filtered access for children 12 and under with a parental option to make unfiltered access available; default choice of filtered or unfiltered for 13 through 17 year olds, with a parental option

to choose filtered only; and a choice of filtered or unfiltered for those 18 and over.

Initially, all five BCC members leaned toward supporting my proposal. At a public hearing, we expected those who supported filtered access only would turn out in force; they did not. In our eagerness to have balanced public testimony on the proposed change, we "recruited" eloquent spokespersons (Ursula LeGuin, for example), who opposed default filtering for any age. After intense work with a couple of the Commissioners to address their concerns (one who had doubts about any filtering and the other who wanted default filtering for teens as well as children), we managed to achieve a 5–0 vote supporting our plan. I believed strongly that given the divisiveness of this issue, a 5–0 vote was critical, even though a 3–2 vote would have been sufficient for adoption.

The implementation process was extremely complicated, involving the Pharos booking system interacting with our Dynix patron database. On March 21, 2005, three months after the BCC's adoption, the new



# What Can We Say About Managing Change?

**by Mike Smith**

*Assistant Director  
Hillsboro Public Library*

Sometimes getting ready for change or making changes or dealing with the aftermath of change seems like all library managers do.

A good example is the change from second generation (so-called 'legacy') integrated library systems to third generation, graphically oriented systems. The bad surprise here is that some, or a lot, of the functionality of the old systems is not in the new ones. The library manager is hard pressed to explain the benefits to balance the pains of change that the staff and public are feeling.

## Managing change

Try to put yourself in the place of staff, patrons, supervisors and elected officials. What will this change mean to them? What are their questions about it? You might just give up on guessing and ask them!

Inform people often and in a variety of ways. Library managers I have admired talked to everyone—staff, city administrators, board members, other library managers, even salesmen—about what is happening next, especially the why part. One of these admirable managers wrote a monthly column for a national publication. I found whole sentences he had spoken to me over the telephone written in his column months later. Now that's getting your patter straight.

Be sure everyone on staff knows why the change is happening and is prepared to tell the public more than one good reason that it is taking place. If the public can see the change, they have a right to know why it was made. Don't leave your staff at a loss for words. Don't give them the task of making up something!

Other than some personnel matters and some records the law recognizes as confidential, there are no decisions that you can keep secret in a public agency. Secrecy is the domain of the private sector.

Use as many avenues of communication as possible to explain major changes. For the staff, do not hesitate to repeat yourself in newsletters, e-mails, staff meetings and casual conversations. The general public and your patrons are the hardest to reach. Handouts at the library, press releases, banners in parades, cable TV programs, and Web sites: use as many means as you can when big changes are in the works.

Tailor your pitch to your audience. Library staff will want all the details on how you arrived at your conclusion to make the change. They will also want to be fully informed about the impact on their own jobs. Elected officials, administrators and board members will probably prefer a summary. Sell benefits in the language and level of detail your audience is ready to hear.

Timing the release of information is also important. You don't want your staff to discover that their jobs are changing by reading about it in the local newspaper. Library boards and city councils do not want to feel bypassed regarding important decisions.

- Involve supervisors and front line staff as much as possible when planning to implement change.
- Make training easily available, send materials in advance, give easy access to documentation, and offer review sessions.
- Do the same with new releases of software. Provide summary documents about the changes most relevant to front line staff. Sell the benefits of change!
- Be sure to update your procedures manuals and new employee orientation process.



- See that copies of old policies and procedures are not floating around. And if you find an ironclad way of doing this, please tell me how!
- Recognize teams and individuals who make an extra effort to help the project.
- Celebrate major milestones in a project as well as its conclusion.
- Evaluate the change: did it accomplish what you wanted? If so, remind everyone what the objectives were; they will need that reminding when dealing with the inevitable complaints from patrons and other staff.

#### Deciding to make a change

Most library managers in Oregon work in small enough libraries that they take part in the decision to make changes.


Don't make changes that are not necessary. They are expensive in many ways. One is public good will. Another is the good will of staff. Neither of these is without limit. Change 'for its own sake' is a waste of your political capital.

Take advantage of the report generating capabilities of your integrated library system. Statistical reports can help you put a perceived problem in perspective. For example, your staff is complaining about spending too much time working on holds/reserves and thinks that limits should be reduced on the number of holds one patron can place. You run a report and find out that 97 percent of the patrons who have holds have less than four active at any given time. Would lowering the maximum number of holds possible solve the overall handling problem? Probably not.

Changes should be part of ongoing processes and should be evaluated. As the authors of the PLA 'for results' series

remind us again and again, "The best decision-making model is to estimate, implement, check, and adjust—and then estimate, implement, plan, and adjust again." (Mayo and Goodrich, *Staffing for results: a guide to working smarter*, Public Library Association, 2002, p. ix)

Back when my hair had not been turned white by managing change, it seemed like city administrators and even library boards didn't really know what library directors did for a living. You could get away with a lot of changes 'just because.' I can remember another library converting from Dewey call numbers to LC and, when a new director arrived, back again to Dewey. I can remember a public library director deciding to discard the entire fiction collection. And they let him do it! It seems like we are held more accountable today: you have to be ready to explain everything to everyone and be able to relate everything to the bottom line.

With today's budget pressures, inter-linking library cooperatives and AM radio attack jocks, I don't know if young library managers have the opportunities to try things and learn by making mistakes the way we used to. On the other hand, there is good and sensible planning and management help available in the PLA "For Results" series. The young library manager could do worse than involving her local library community in that planning process. 

*Michael R. Smith is now the Assistant Director at the Hillsboro Public Library. His changes have included working for a library vendor (DYNIX) and serving as Director of the Forest Grove City Library.*



# Small Change or Big Change: What Do You Want in Your Bank Account of Life?

**by Jim Tindall**

*Teacher-Librarian*

*North Wasco County School District*

**L**eah Griffith asked if I might have ideas for an article for her Quarterly theme, "Thriving on Change ... Embrace the Possibilities." You betcha! Change drives me crazy and change exhilarates me. When was the last work day you had without it?

Mike Eisenberg's OLA Conference keynote address, "School Libraries: Important for Schools, Important for Society, Important for Libraries," gave me the jitters. He raised the recurring idea of a merger between OLA and OEMA. SO MUCH CHANGE!

At home my wife Pam and I were struggling through a move from ISDN to DSL service, so was Sprint and the local rural telephone service man and our dual platform home, and blah, blah, blah change can be tough on the spirit. We talked about this later over ice cream and it led to a discussion about stress in our work worlds. "How do you handle the work load you'll NEVER finish?" Pam asked.

For me change is constant. When I have a day that is light on change, it feels unnatural—and I get the sense I'm sluffing. My work place includes three elementary schools and a middle school. Without much effort I could list twenty tasks I'll NEVER get to. All of us live lives like this; in K-12 public education, the frustration may somehow be clearer, more a constant bombardment of limited time, limited resources, limited altruism. The first draft of this piece is being written in the corner; I'm sitting here in the reference corner, in a kiddy chair ... literally in the corner writing this draft out by hand because I type too loudly and students are taking Tesa, the electronic state tests. I think for most folks in school libraries we either smile, or grit teeth and move on to the next task. What's the alternative? I am fortunate to love my job and the growth it provides me. I don't feel close to burnout and I am usually eager for the next day. I also get tagged as naive and eternally optimistic. Oh well. What follows are aspects of my work world and their interrelationship

with change.

North Wasco County School District, a newly consolidated district officially began constructing a conglomerate culture in July 2004. In my community there were two districts, The Dalles and Chenoweth. In The Dalles I worked with my Chenoweth colleague, Betty Krause, to prepare for this change. In September 2003 Betty and I began working together, chronicling staffing history of the two districts, and ended up with a fact booklet that we distributed to twenty-two prospective board members, seven of whom were elected in May 2004 to serve on the first board beginning that July. We were both fortunate to find employment with the new district. Betty serves two high school campuses and I serve K-8 students, and we continue to look to the future to identify potential problems and undeniable opportunities. Betty and I sit on the Technology Committee and the Management Team; we know how fortunate we are to be invited to tables where important discussions take place, and those tables, of course, are the places where change happens.

## National Certification for Teacher Librarians

In school librarianship things changed in 2001 with the implementation of the National Board for Professional Teaching Standards' certificate in Library Media: Early Childhood Through Young Adulthood. This new opportunity was funded heavily in Oregon by both the Ford Family Foundation and the Oregon Education Association. I was a candidate that initial year, was unsuccessful, but tried again and succeeded. To my knowledge I remain the only NBC Teacher Librarian in the state, something that disturbs me. This assessment of skills includes four portfolios and six exams and is a highly valuable process involving reflective and analytical writing; [www.nbpts.org/candidates/guide/whichcert/24EarlyChildYoungLibMedia2004.html](http://www.nbpts.org/candidates/guide/whichcert/24EarlyChildYoungLibMedia2004.html). For



this writer, attaining the goal has meant professional opportunity at the building, district, regional, state, and national levels. With that comes a fair amount of invigoration ... and the exhaustion of more commitments. Seeking the certification permitted me to practice saying “no” to some opportunities (time management was crucial in juggling the work load with other parts of life). Ahhh, change. Once success found me, I relearned how to be selective about accepting new tasks, and practiced saying, “no.” The horror of change can be the inability to refuse it. Whether from lack of skill or from an insensitive supervisor, all employees would be aided by support in selectively saying, “no.”

#### Budget challenges

This is something all managers within librarianship face. As one within K-12 education, it can be a nerve wracking struggle with “accepting the things I cannot change.” (Here it is early June and the Oregon legislature still has no strategy for funding schools. This creates a dismal domino effect down to each school and the institution’s ability to sustain staffing and materials budgets. I truly have no clue how libraries shall fare.) Yesterday I argued for healthier staffing at the media assistant level and I sought free computers from StRUT (Students Recycling Used Technology) in order to have accessible opac’s in one of the schools. Maybe I’m in denial; I just have to push the frustration into a very large cupboard and then seek a senior moment and permanently forget where I stuck it.

#### Staffing obstacles

Back in the early 1990s Measure Five re-structured the flow of taxes in Oregon and school libraries have never been the same. Prior to its onerous existence, many districts had licensed and classified library staff in each building, and many districts also had district level support in such areas as cataloging and media production. It’s been a rapid decline from budget vigor to a budget

that neglects the importance of current materials that align with the curriculum, and professional staffing that can instructionally meet the information-seeking skills needs of our school communities. We all need to be ambitious lobbyists for our library-related missions. This year took me to Salem and to Washington, DC as a lobbyist. Not everyone sees things as librarians do!

#### The OLA/OEMA Joint Committee

As OEMA’s president-elect it was my pleasant task this year to chair the OLA/OEMA Joint Committee (chairing responsibilities rotate between the two organizations). We met three times during the year and worked creatively to find ways to increase collaboration between the two groups. Perhaps the most dramatic of the accomplishments is the creation of the July 2006 summer literacy conference, which is a partnership among OLA, OEMA, and the Oregon Reading Association, whose Shari Furtwangler has agreed to act as chair of the conference planning committee. It is a goal that training responsibilities be shared among the three groups. Additionally, the Oregon State Library and the Oregon Department of Education have been part of the evolution of this project. We are also working on the summer retreat for this year, planning to bring Washington’s Jennifer Maydole to speak to the combined boards about developing a strong, effective legislative action plan. As OLA’s and OEMA’s collaboration strengthens, surely rewards for all libraries will follow. 🌿

*Jim Tindall has served on both the OLA and OEMA boards this past year, and is the incoming president of OEMA. He works for the North Wasco County School District in The Dalles, where he manages four libraries.*





# Eugene Public Library:

## Celebrating 100 Years!

**by Connie J. Bennett**  
*Director  
Eugene Public Library*

**T**he Eugene Public Library became a legal entity on November 14, 1904, when a board of directors was appointed by Mayor G. R. Chrisman and approved by the Common Council of Eugene at their regular meeting. The advocacy of women of the Fortnightly Club of Eugene helped establish the new public library and their original volunteer library of 657 books became the nucleus of the book collection. In August 1906, Eugene's Carnegie Library, the first in Oregon, opened

its doors to the city's 6,000 citizens. The first Library Director, Adelaide Lilly, was a member of the women's cultural Fortnightly Club which secured the grant to found a public library. The Fortnightly Club still meets and continues its support today.

In 1959, a sleek new building was built to house an expanded Eugene Public Library (EPL) to meet the needs of a population of 58,500 under the guidance of director Clara Nasholm.

As the local population continued to



grow, library supporters, including the newly-founded Friends of EPL and the EPL Foundation, spent years of dedicated activism to expand public library services. In 2000, the Bethel and Sheldon branches opened. In 2003, the much-awaited new Downtown Library, three times the size of its predecessor, held its grand opening. In just the first year following the opening, library visits increased over 60 percent and circulation went up 23 percent. By 2005, the number of cardholders has increased

40 percent, and 5,000 people visit the library each day.

EPL has been a beloved resource and community center for a hundred years, and looks forward with enthusiasm to another hundred! 🌿

*Connie J. Bennett has been Library Services Director of Eugene Public Library for the past 3-1/2 of its first hundred years. She is a past OLA President and was honored as 2001 OLA Librarian of the Year.*



# Oregon State Library: 1905; A Clear Field and a Large Opportunity

by **Jim Scheppke**  
*Oregon State Librarian*



Cornelia Marvin, Oregon State Librarian 1905–1928.

**T**he first Oregon State Librarian, Cornelia Marvin Pierce, exemplified our OLA President's theme of thriving on change and embracing possibility. It was to embrace possibility that Cornelia left a good job with the Wisconsin Free Library Commission in 1905 to come to Oregon. In 1905, the Wisconsin Free Library Commission had been in existence for 20 years. Cornelia had worked there for six years. To come to Oregon, she would have to accept a \$600 reduction in her \$1,800 annual salary. She jumped at the opportunity.

In 1905, Wisconsin was decades ahead of Oregon in developing public library services. Many public libraries were already well established throughout the state, but in Oregon there was only one tax-supported public library, in Multnomah County. The mission of the new Oregon Library Commission was to establish public and school library services throughout the state. The barriers to having this happen were significant. Oregon was still some-



Cornelia Marvin's first organizing trip.





thing of a frontier state in 1905. It was an agricultural state, with a very rural and widely dispersed population. The distances were enormous and the transportation system was crude. But Cornelia was undaunted. In her "resignation message" in 1928, here is how she described her frame of mind upon coming to Oregon: "May I remind you that it was on August 1, 1905, that I began my library service in Oregon, with a clear field, large opportunity, and two thousand dollars a year to be devoted to the cause of library development ..."

In order to establish library services throughout the state, Cornelia had to travel over bad roads on horse-drawn stages. She managed a voluminous correspondence with women's clubs and other citizens interested in establishing libraries. She was tireless in giving advice and assistance to all who needed it. She also quickly instituted a system of "traveling libraries" — boxes of books that were sent to rural communities without libraries to stimulate interest in books and reading.

The "traveling libraries" went to stores and post offices and other community gathering places. In later years, the traveling library system was supplemented by direct loan of specific books requested from the State Library's own collection in Salem. This was an innovation at the time, and very popular throughout the state.

Cornelia's strategy of "priming the pump" with traveling libraries and direct loan of books from the State Library, coupled with intensive field work and assistance to local communities, was tremendously successful. By the time Cornelia retired in 1928 there were 82 public libraries established in every corner of the state. The only goal that Cornelia did not accomplish, one that she desperately sought, was a new home for the State Library. In her biennial reports to the Legislature she would constantly complain about the inadequate facilities that the library shared in the Supreme Court Building. The library was squeezed into the basement and into the top floor, and as the collection and



Oregon State Library's "traveling libraries" prepare to ship out.



staff grew, the situation became intolerable. The opportunity for a new State Library Building would not come until the old State Capitol was gutted by a fire in 1935. This dramatic event created a fervor to rebuild, not only the Capitol, but a new Capitol mall with state office buildings extending north from the new Capitol. It was the third State Librarian, Harriet Long, who saw to it that the first new building on the Capitol mall would be the new State Library. The availability of federal public works funding during the Depression helped to make Cornelia's dream a reality in 1939.

When the new State Library was dedicated in 1939, Cornelia Marvin Pierce could not attend, because in 1928 she had once again embraced a new challenge. She married former Governor Walter Pierce who, in 1932, successfully ran for Congress. Cornelia moved with him to Washington, DC to be his chief of staff through five terms of office. Up until the very end of her long life in 1957, she maintained a passionate interest in public policy issues and politics. She was the first woman ever to be appointed to the Oregon State Board of Higher Education. She was even touted as a candidate for Congress, before her husband was first elected. Her record of accomplishment as Oregon State Librarian will never be equaled. Cornelia Marvin Pierce never stopped looking for new and challenging opportunities to apply her considerable intelligence and energy. 🌿

*Jim Scheppke, Oregon State Librarian, is a Past President of the OLA and an OLA Board member.*



Cornelia Marvin Pierce with her husband, Governor Walter Pierce.



Oregon State Library, 1939.



# Multnomah County Library:

## Still going strong after 141 years!

**by Penny Hummel**  
*Public Relations Manager  
Multnomah County Library*

**A**s the original member of our state's "Centennial Club," Multnomah County Library welcomes the Eugene Public Library and the Oregon State Library to the list of Oregon libraries that have faithfully served Oregonians for a century or more.

Multnomah County Library's history is a rich and complex story that demonstrates how decades of community support and visionary librarianship can build an outstanding library system. Today, MCL has the highest circulation of all U.S. libraries and is frequently lauded for its innovative youth programs, elegant and functional facilities, and sustained commitment to serving the needs of library customers of all ages.

On this page, you'll find a few snapshots of Multnomah County Library from its early days to the present.

1. Multnomah County Library's history began in 1864, when civic-minded individuals created the Library Association of Portland. For its first thirty years, the library was housed in leased space. In 1893, this new library opened on Stark Street between Park and Broadway. It remained the library's home until the opening of the current Central Library in 1913.
2. Director of the library from 1901–1920, Mary Frances Isom earned a place in national library history as a Western library pioneer. During her tenure, the library grew extensively by creating multiple branch libraries, county stations and a sparkling new Central Library.
3. One of the library's earliest bookmobiles.
4. Named after Oregon author Beverly Cleary, the Central Library Children's Library features this bronze tree, whose fanciful components are kept "polished" by the many small hands that inspect it each day. 🌳






## A Challenging Decision

Continued from page 9

policy went into effect. We included a process for unblocking Web sites that are erroneously blocked. Interestingly, our first request to change the default setting was from the mother of an 8-year-old girl who wanted her daughter to have unfiltered access. During the nearly three months of operation, we have had 40 requests to change the default settings (divided roughly in half for unfiltered access for 12 and under and filtered access for teens) and a handful of requests to unblock Web sites.

Overall, we are pleased with our decision and the process that led us to it. We believe we considered the divergent points-of-view in Multnomah County,

protecting intellectual freedom and open access while supporting parents' rights to make decisions for their own children. Do we believe that the issue of filtering the Internet is over as a result of that decision? Of course not; it will never be over. 

*Molly Raphael is the Director of the Multnomah County Library. Prior to her current position, she served as Director of the District of Columbia Public Library in Washington, DC. She has been an active member of the American Library Association for 30 years, currently serving as an ALA Councilor-at-Large.*

## How to Stay Perky

Continued from page 5


more donations than the last bond. Our local newspaper lent great support, and used every opportunity to illustrate the benefits of a new main library. Our ads on the radio station pushed every button possible, from children talking, to a singer singing one of our "Singing Librarians" songs.

Our second campaign clearly benefited by reworking the telephone bank. The County Employees' Union donated money and provided the voter update list so those who had not voted were called each week until they did! With volunteers fully briefed, and provided with information sheets, every current voter in Tillamook County was called during the early evening hours as soon as mail-in ballots were distributed.

The September 2003 election resulted in a far heavier turnout and saw the Tillamook Library bond pass by 51 percent!

Ground breaking for our new facility occurred on March 26, 2005. Fund

raising has so far added \$630,000, to our \$3,700,000 bond. The bids were opened May 24th. The Commissioners voted to approve the contractor on June 8th. We plan to open July 1, 2006 exactly 10 years since the Library Board voted to go for a new Library!

Without the hardworking efforts of the Library PAC, Board, Foundation, Staff, the Commissioners, as well as our supportive patrons, we would still have the ugliest, outgrown, falling apart library in the State of Oregon! Change can be a lot of work, but the benefits are wonderful. 

*Sara Charlton, Tillamook County Library Director, 1998-99 OLA President, 1999-2005 Legislative Committee member, 1992-95 Public Relation Chair, Trainer of the Library parades ferrets, Tap Dancer-member of the Dancing Fools and 2005 Gold Medal (Second Place) International Dance Competition!*

